

KCC ANNUAL PERFORMANCE REPORT

PERFORMANCE HIGHLIGHTS FROM 2009/10

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Contents

1. Introduction
2. Economic Success
3. Learning for Everyone
4. Children' Specialist Services
5. Preparing for Employment
6. Enjoying Life
7. Keeping Kent Moving Safely
8. Environmental Excellence
9. Maintaining Independence
10. Staying Healthy
11. Stronger and Safer Communities
12. *Towards 2010* Targets
13. Your comments

Section 1: Introduction

Kent County Council (KCC) continues to work towards the objectives set out in the county's community strategy document, the *Vision for Kent*. *The Vision* was agreed between Kent's public, private and voluntary sectors, setting out how we will all work together to improve the economic, social and environmental wellbeing of the county over the next 20 years. KCC works closely with health, police, and fire services, district councils and other local and national agencies to improve the quality of life for all of Kent's 1.4 million residents.

The *Towards 2010* programme, designed and developed in 2006, defined KCC's priorities in terms of the *Vision* and has given our business its strategic direction over the last four years.

At the heart of *Towards 2010* were KCC's agreed aims which were designed to achieve:

- increased prosperity for Kent through business growth and job creation
- transformation in education
- reduced traffic congestion
- improved health and quality of life
- quality homes in a well-managed environment
- a safer Kent
- continued improvements in services while keeping council tax down.

We are now at the end of the *Towards 2010* programme and a successor medium term programme of action for the next four years, called *Bold Steps for Kent* is under development.

We, as are all public services funded by tax payers' money, are looking at substantial cuts in funding in the years ahead as government reduces the deficit and the scale of public sector spending contracts. Our key priorities, such as supporting business growth and job creation, will become even more critical in the new era of austerity which is to come.

This Annual Performance Report provides information on the services we delivered during financial year 2009/10 and how these have contributed to some of our key objectives as stated in the *Towards 2010* document.

We have laid out this document in sections which follow the same themes as the county-wide *Vision* and within our own *Towards 2010* document. These headings reflect broad areas of focus for us and our partners, but it should be noted that many of the services we provide contribute to more than one theme and that for some themes the work is primarily the responsibility of a partner organisation.

We welcome your comments and you will find a section at the back of this document to complete should you wish to let us know whether you found this report helpful or how we could improve it.

Section 2: Economic Success

KCC promotes regeneration and sustainable economic development to secure Kent's long-term future as a vibrant and beautiful place where people want to live, work and visit. We provide support to and promote Kent businesses, particularly small and medium size enterprises and those based in rural areas. We also lead on or support regeneration programmes across the county.

We recognise that a vibrant, innovative and forward looking business community is absolutely vital for the future health of the county. This was threatened by the onset of the worst recession for decades, which made it imperative that businesses are given the best possible support through these difficult times. KCC responded with the launch of the 10 commitments of the Backing Kent Business campaign in December 2008.

Backing Kent Business (BKB)

BKB is founded on building a new relationship with business, which is a key tenet of Kent's Framework for Regeneration (2009 – 2020). We were already working with the business community through the Kent Economic Board and in other forums, but because of the recession there was a clear opportunity to work more closely with the business representative organisations and other agencies.

Some key successes from the campaign over the last year include the following:

- 82% of Kent businesses supplying KCC were paid within 20 days
- The approved contractors list was re-opened, and more than 600 new applications were received
- A simple guide to KCC procurement was published
- The Kent Business Support Centre, aimed at making it easier for local businesses to get information, saw over 40,000 visitors
- An international business event was organised by KCC and the University of Kent, supporting Kent businesses in their international aspirations
- The launch of the Business Pledge campaign at the 2020 business conference in April, to encourage businesses to use local supply chains
- The launch of the Kent Innovation and Growth Team in October 2009, a £2.6m SEEDA funded initiative with match funding from partners including KCC, to provide intensive assistance over the next three years for the top 250 high-growth potential companies in Kent
- The Kent Investors Club was launched in October 2009, an initiative funded by KCC and managed by Finance South East to develop the Business Angel's network in Kent and open up a route to finance for Kent businesses
- The provision of free business information services in libraries started in April 2009, resulting in an increase in business enquiries by over 70%.

Kent's Framework for Regeneration

In 2009 we published Kent's Framework for Regeneration (2009 – 2020) 'Unlocking Kent's Potential'. As part of this project, we commissioned Sir Terry Farrell to produce a wide-ranging spatial vision for Kent, '*21st Century Kent - Unlocking Kent's Potential*' making clear our ambitions for the future. To turn this vision into action, further

detailed work is being developed with district and borough councils, Medway Council, and with local businesses and communities, as we know that only by working in partnership will our shared ambitions be achieved.

'21st Century Kent - Unlocking Kent's Potential' was published in January 2010 and launched at four carefully targeted events, resonating at national and local levels and demonstrating KCC's readiness for new strategic responsibilities. Major issues raised at the launch, such as rail travel, have been pursued directly with action including Kent's first ever Rail Summit in March, attended by MPs, councillors and rail user groups.

Connecting Kent

The Connecting Kent programme is gathering and analysing current broadband availability across Kent at post-code level, and providing evidence of coverage issues ('Not Spots' and 'Slow Spots') to support the business case for public sector interventions. We are helping rural communities to identify and engage with broadband service providers to address this issue, working with parish councils, including providing capital grants to ensure service delivery.

In 2009/10 the rural communities benefiting from this approach included Iwade, Kings Hill, Selling, and Womenswold. In 2010/11 we are working with Boughton Monchelsea, Crockenhill, Crockham Hill, Stockbury and other rural locations.

Transport infrastructure

The introduction of the domestic high speed rail services from Kent to London is a major economic generator, a development we have been pressing for over a number of years. Domestic high speed services commenced from Ebbsfleet in December 2009.

The East Kent Access phase 2 and Sittingbourne Northern Relief Road were both started during 2009/10 and will greatly improve access to, and the economic prospects of, the areas where they are being built. The construction of Rushenden Link Road, which will provide essential new access to the new planned development at Queenborough and Rushenden, is underway and is due to complete in June 2011.

KCC has long argued the case for a third lower Thames crossing. The Department for Transport (DfT) completed a study in April 2009 which identified three options which are the same as those identified jointly by KCC and Essex County Council. KCC is pressing strongly for an early decision to proceed with an additional river crossing, which is urgently needed to relieve the chronic bottleneck at Dartford and stimulate economic growth in the Thames Gateway. It has carried out work which suggests the crossing can be privately funded and in overall transport network and regeneration terms be most beneficially situated east of Gravesend.

Locate in Kent

Locate in Kent attracts inward investment into the county. In 2009/10 the target for companies investing in Kent was exceeded (82 compared with 70) but the jobs created/safeguarded fell slightly short of target at 2,611 compared with 2,973. This

was due primarily to the prevailing economic climate and the fact that globally, job figures per company assisted reduced substantially.

Kent Film Office

Kent Film Office seeks to encourage the filming industry into Kent to stimulate the creative sector and generate income for the Kent economy. Over the last year, the Kent Film Office handled 373 requests and 459 filming days, which generated £2.2m into the economy, and providing six work experience placements, as well as on set experience for five runners and two trainees. It also supported Maeve Films in the creation of the Kent Film Foundation, a film school for disadvantaged young people, currently teaching 15 students, some of them young offenders.

2012 Olympics

The forthcoming London Olympics represents a major opportunity for Kent businesses. We piloted a 2012 bid writing workshop with Kent small and medium sized businesses that will now be rolled out region-wide. Over 50 Kent companies have won contracts with the Olympic Delivery Authority to directly supply the 2012 Games, with many other Kent businesses benefiting within the supply chain. As at March 2010 a total of 1,932 Kent organisations are registered on CompeteFor, the Olympics website which connects potential suppliers with major contractors.

Offshore wind farms

The 100 turbines for the Thanet Offshore wind farm, which will be the world’s largest offshore windfarm, have been installed and the development was officially operational in September 2010. The Ramsgate port has benefited from the construction of a new operations and maintenance base which is now complete. The base is expected to generate more than 25 long term jobs.

In conjunction with Backing Kent Business, an offshore wind farm supply chain directory was launched in June in association with Invicta Chamber of Commerce and London Array providing a **key opportunity for Kent businesses to set out what they can deliver.**

Economic indicators

Kent is behind the national average for earning levels and qualifications but enjoys lower unemployment levels.

Indicator		2007	2008	2009
Median full-time gross weekly earnings for employment	Kent	453.6	476.1	479.1
	England	463.6	483.9	495.2
Percentage of working age population with NVQ4+ or equivalent	Kent	26.0	25.1	28.6
	England	28.2	28.2	29.6
		2008	2009	2010
Job Seekers’ Allowance claimant rate (at March)	Kent	1.5	3.1	3.3
	England	2.1	3.8	4.0

Section 3: Learning for Everyone

KCC through its Children, Families and Education (CFE) directorate provides strategic leadership and a commissioning role for all public services provided to the children and young people in Kent. We work with our colleagues in the Kent Children's Trust to ensure that Kent's 350,000 children and young people are supported in being healthy and safe, enjoying life, achieving at school, making a positive contribution in their community and going on to achieve economic wellbeing.

To achieve this we provide services directly and work with Kent's 592 schools and 2,500 early years settings, providing advice, support and guidance, including professional development for our 30,000 teachers, ensuring the quality of provision is of the best possible standard.

See section 5 for details of our work helping young people prepare for employment and section 4 for details of our specialist children's services.

External inspection

KCC services for children and young people are subject to detailed inspections by Ofsted, the government's inspectors for children's services. These inspections inform overall assessments which are reported annually.

Our last annual assessment result, announced in December 2009, found that we were 'performing well' for children's services.

Although subsequent to financial year 2009/10, a more recent unannounced inspection of our contact, referral and assessment arrangements for Children's Social Services, carried out in August 2010, identified a number of areas requiring improvement. KCC has in place a comprehensive action plan to address the findings of the inspection, and we will work hard to ensure that our annual assessment for 2010 remains favourable.

Consultation and participation

We continue to take account of the views of children and young people to ensure that their opinions improve education and life in Kent and shape how we deliver our services. In 2009 over 39,000 children participated in the third Children and Young People of Kent survey. Some of the results of the survey are included in the information shown below.

Secondary school results

Kent's students continue to perform well in their GCSE results, ahead of national figures, with 52% of Kent students gaining five A* to C grades (including English and Maths) in 2009, which compares to a national average of 49.8%. In 2008 Kent had 33 schools in the National Challenge programme, which is targeted at schools with lower GCSE results. By 2009 the number of Kent schools performing below the target threshold had reduced to 18.

Indicator	2007	2008	2009	National average
Percentage of pupils achieving 5 or more A*- C grades at GCSE including English and Maths	48.5%	49.7%	52.0%	49.8%

Early Years results

KCC investment in the Early Years is showing results. Kent performance in the Early Years Foundation Stage Profile has significantly improved and the gap between Kent and national performance continues to reduce, standing at only 1% in 2009. A focused project entitled 'Making a Big Difference' has been effectively targeted at 30 schools with the highest level of low achievement in the Foundation Stage and this has helped ensure that children from poorer backgrounds are also doing well. Ofsted inspections of early years' settings are showing improvement with more being judged as good or better.

Indicator	2007	2008	2009	National average
Percentage of children achieving at least 78 points across the Early Years Foundation Stage	43%	46%	51%	52%

Primary schools results

The progress that has been made in Kent primary schools at Key Stage 2 has matched improvements achieved nationally but results remain behind the national average. While some children and primary schools do very well, some are not reaching the standards to which we aspire, particularly those from poorer backgrounds. CFE staff and financial resources are targeted to those schools at risk of not achieving Key Stage 2 floor targets, and we continue to support and challenge them to raise expectations and improve the quality of teaching and learning.

Building Schools for the Future (BSF)

In July, the government announced an end to the Building Schools for the Future programme which means proposals to build 40 new secondary schools in Kent will most likely not go ahead. The aim of this government programme was to rebuild or renew every secondary school in England. This is an enormous disappointment for these schools, teachers, pupils and parents who will not see these new schools built.

Kent's first eleven new schools already built under the BSF programme are about to open. KCC will continue to work with all the people who were involved with the programme to explore other innovative ways of revitalising our secondary schools.

Extended schools

95% of schools in the county are offering extended school services, which includes childcare, parenting and family support and community use of facilities all year round.

Extended services help raise the achievement of children and young people and broaden their life opportunities while building a positive community spirit.

Bullying

There has been a reduction in the percentage of children and young people’s perception of bullying. The percentage of pupils who have ever been bullied reduced from 50% in November 2008 to 47% in November 2009 and the Children and Young People of Kent Survey 2009 identified that the percentage of 11-19 year olds reporting both physical and verbal bullying during the year had decreased.

Physical activity

The amount of PE and school sport in Kent has increased. 100% of pupils are now participating in two hours of high quality PE and school sport per week compared to 64% three years ago. Improvement has been achieved within the core curriculum, as shown below and also through after-school sports such as inter-school sport competitions. 50% of pupils are involved in inter-school sport competitions, which is well above the national average of 44%. See section 10 for further details of our ground breaking School Games programme.

Indicator	2007	2008	2009	National average
Percentage of 5-16 year olds undertaking at least two hours PE and sport at school during curriculum time	70%	78%	81%	81%

Emotional wellbeing

The perception of children and young people in Kent is that they are physically healthy and generally enjoy their life, with 92% of 7-11 year olds reporting that they usually feel happy. 79% of 11-16 year olds, and 82% of post 16 year olds agreed or strongly agreed that they enjoy their life (Children and Young People of Kent Survey 2009), an increase from 76% and 81% in 2008.

Healthy Schools

All Kent schools are actively engaged with the national Healthy Schools programme with 87% having achieved ‘Healthy Schools’ status. Child obesity rates in both the Reception year and year six are below the national average. Parents are receiving information from school nursing services leading to help and support should their children be deemed an unhealthy weight, with for example, family learning with a healthy eating focus being made available.

Section 4: Specialist Children's Services

The Specialist Children's Services Group provides services for vulnerable children and their families in Kent. Our teams work across KCC and with our partners, such as the police and the NHS, working through the Kent Children's Trust to provide joined-up services relating to family support, education welfare services, Children's Social Services and services for disabled children and those with special educational needs.

Children's Social Services

Children's social services continue to be pressured with high numbers of referrals and increasing numbers of children subject to Child Protection plans, as is the case with other local authorities.

Indicator	2007/08	2008/09	2009/10	National average 2008/09
Number of children with a child protection plan per 10,000 children aged under 18	30.9	32.1	39.7	31

Recruitment and retention of social workers remains a critical priority. The activity to recruit to social work posts via a vigorous recruitment campaign has continued with the successful recruitment of 58 newly qualified social workers, 27 American recruits and so far, 14 European recruits.

Reducing family risks linked with child abuse and neglect (e.g. domestic abuse, parental mental health, and substance misuse) is key to improving outcomes. It is critical that we maintain strong child protection practice through the Kent Children's Safeguarding Board to reduce risks and safeguard children.

Looked after children

Our number of looked after children (LAC) has also been increasing (this is a national situation). However, numbers in Kent remain significantly below national rates.

Kent has been very successful in the past in reducing the numbers of LAC through options outside the care system. As this is better for children's outcomes and better value for money, these options will continue, but we will also explore other contractual models to ensure sufficient cost effective provision for our most vulnerable children.

Indicator	2007/08	2008/09	2009/10	National average 2008/09
Number of looked after children per 10,000 children aged under 18	44	46	47	55

Special educational needs

In July 2009 KCC and the NHS signed up to Every Disabled Child Matters, a formal commitment to make life better for disabled children and their families. This year 77%

of young people and carers asked were happy or very happy with the support that they currently receive.

Significant progress has been made on establishing four parent groups within Kent to become charitable trusts by January 2011, which will enable them to commission services for disabled children and their families.

The special school funding formula has been reviewed during the last year, resulting in an agreement to increase the special school delegated budgets by £5m from April 2010.

Support for parents

Kent is leading the way in parenting and carer support with three new 'Your Family Matters' co-ordinators to organise the delivery of the 'Your Family Matters' parenting programme. The 12 week evidence-based programme empowers parents of children aged 8 – 13 at risk of anti-social behaviour through self awareness, and a better understanding of child development and positive discipline techniques. It has achieved very good results, with both parents and children reporting improvements in family relationships, children's social skills and self discipline.

Family Group Conferencing

Family Group Conferencing (FGC) is a process that is triggered when a child is at risk of coming into the care of the local authority. It is a partnership and decision-making process that engages the child's family and family network with Children's Social Services and other service providers in making safe plans for the child's care. Since April 2008 it has been mandatory for all children in Kent at risk of entering care to be given the opportunity of having a FGC. This places Kent at the leading edge in this field, being the first local authority to make referral to the FGC Service mandatory for all children at risk of care.

School exclusions

During the last academic year the number of permanent exclusions of pupils from Kent schools reduced, bringing Kent closer to the national rate. Validated national results are not yet available for academic year 2009/10, but local data shows a continued reduction in Kent.

Indicator	2006/07	2007/08	2008/09	National average
Percentage of pupils permanently excluded from Kent schools (including academies)	0.17%	0.17%	0.12%	0.09%

Section 5: Preparing for Employment

Building on our work under the Economic Success theme in Section 2, KCC is committed to helping individuals prepare for employment. This includes a strong focus on helping young people gain the skills they need to enter and sustain employment, as well as helping adults gain essential basic skills to improve their employment prospects.

Our flagship programmes in this area include Vocational Training Centres, careers guidance and Apprenticeships.

Vocational learning

Over the past two years KCC has funded and established over 25 Vocational Skills Centres across Kent. These centres provide high quality vocational and applied learning programmes, and support the implementation of the diplomas and young apprenticeship placements by providing industry standard training facilities and equipment. To date this has enabled over 5,000 14-16 year olds to undertake a vocational course one day per week over two years leading to a wide range of vocational qualifications.

Skills Centres are either self-contained on school sites or further education college premises or provided and owned directed by KCC (e.g. Thanet Skills Studio).

The benefit of the Skills Centres has been widely evidenced through an external evaluation undertaken by Glasgow University and an annual Learner Voice Survey which is a triangulated survey involving learners, staff and parents. This research and survey shows the very positive impact on learners who have engaged in the vocational programme.

Careers guidance

KCC has worked with all schools and colleges to pilot a universal Kent Careers and Guidance programme. This includes a new information platform with up to date impartial information on 15 vocational sectors, including information from employers. The development of personal tutors in schools for all learners, to support choices and provide careers advice and guidance has also started. The new information portal is a key resource for these tutors.

The Children and Young People of Kent Survey 2009 identified that 63% of 11-16 year olds and 57% of post-16s strongly agreed or agreed that they would be able to get the type of job they want when they are older. These findings are generally in line with those reported last year, and therefore suggest that the recent changes in the economy have not had a notable effect on young people's view of the job market in Kent and therefore their future aspirations.

Youth employment

The proportion of young people aged 16 to 18 not in education, employment or training (NEET) in Kent is being pressured from the downturn in the economy. While

performance remains good at 4.9%, economic factors are impacting on young people's ability to find work and may be encouraging more to remain in education.

Indicator	2007	2008	2009	National average
Percentage of 16 to 18 year olds not in education, employment or training	5.2%	4.7%	4.9%	6.4%

KCC successfully bid for £6.5m of Future Jobs Fund money last autumn, offering minimum six month job placements for young people aged 18-24 that have been unemployed for several months. Thirty young people have begun on placements as community support wardens, focusing on environmental and youth issues. Kent will provide 1,000 opportunities for young people aged 18-24 via the Future Jobs Fund, with 700 of these being within KCC.

A New Skills, New Lives initiative has been established in partnership with the Learning & Skills Council, designed to increase training and employment opportunities for the high risk element of the youth offending population.

Kent Success

Since 2006/07, 310 starts have been achieved on the highly successful Kent Apprenticeship programme, 'Kent Success'. This compares to an original target of 250.

Indicator	2007/08	2008/09	2009/10	National average
Number of Kent Apprenticeships taken on by KCC (cumulative count)	128	228	310	N/a

In the academic year 2008/09, the KCC Apprenticeship success rate was 78% with 72% of Kent Scheme Apprentices successfully securing meaningful and sustainable employment on cessation or during their programme of learning.

Schemes such as that introduced on the Turner Contemporary construction project, providing apprenticeship opportunities for up to 21 young people over the duration of the building contract, will become increasingly important in the coming years.

The ambitious aim across Kent is for 1 in 5 students to be in an apprenticeship with a level 3 qualification or work-based learning, compared to 1 in 20 at present.

Skills for adults

Kent Adult Education Service is now the largest provider of government funded family learning programmes in England with over 7,000 enrolments achieved across a range of provision.

NextStep adult career guidance sessions have been running at seven libraries as part of a pilot project.

Over 5,605 learners engaged in 'Skills for Life' training through Skills Plus and ESOL (English for Speakers of Other Languages) in order to obtain employability skills and qualifications. We have improved our success rates in adult employability and basic skills, with 84% of learners obtaining qualifications against a national rate of 77.6%.

Indicator	2007	2008	2009	National average
Percentage of the working age population (aged 19 upwards) with a level 2 qualification	68.2%	68.9%	71.5%	70.9%

The percentage of adults with a level 2 qualification has improved significantly in Kent during 2009 and this now exceeds the national average.

Section 6: Enjoying Life

KCC provides strategic leadership and co-ordination for the development of the arts, sports and other leisure activities in Kent.

KCC and its partners work to ensure Kent is a place where residents and visitors can enjoy the recreational, sporting, artistic and cultural opportunities the county has to offer, and where the range and quality of those opportunities is enhanced and made accessible to everyone.

KCC provides 101 library buildings, 11 mobile libraries and 3 archive centres which provide community spaces for the public to meet and access our services, and which aim to stimulate lifelong imagination, exploration and discovery.

Turner Contemporary

The Turner Contemporary Gallery in Margate, which is a KCC sponsored development, will be an iconic focus in east Kent for stimulating investment and encouraging tourism and arts employment. Excellent progress has been made over the past year, both in terms of gallery construction, and preparing for the transfer of operational responsibility to the independent Turner Operating Trust, which took place on 1 April 2010. The building construction will be finished in 2010, and the public opening is scheduled for 2011.

Turner Contemporary continues to offer a lively and varied programme of contemporary art and learning and outreach work. The Turner Contemporary Project Space ran until 4 September 2009 and through this space a constantly changing programme of work was showcased. Following the closure of the space, to allow planning for the opening of the new gallery, Turner Contemporary continues to offer an artistic programme including events within the community.

Libraries

Modernisation of Kent's libraries is continuing, most notably with the creation of a Kent Library and History Centre in Maidstone.

Having a facility such as the Kent Library and History Centre has long been a vision for the county. Building work commenced in March 2010, with the new facility due to open in 2012.

Ashford, Canterbury and Gravesend Libraries are all now in temporary accommodation, as work progresses on the new facilities of the Ashford Gateway Plus, The Beaney Museum and the Gravesend Library, all of which will all be opened by 2012. Work is also going ahead for the modernisation of Deal library.

Indicator	2007/08	2008/09	2009/10	National average
Number of libraries modernised (cumulative)	7	12	12	N/a

Cranbrook, Folkestone and Stanhope libraries were all due for modernisation during 2009/10 but due to delays the work started late and was completed early in 2010/11.

The modernisation programme has continued to benefit customers and the library service is now reaching many more users. Our website attracts over 1.1m visitors (2009/10). Improved footfall in recently refurbished libraries reflects an increase in issues during 2009/10, for example, by 80% at Ramsgate and 13% at East Peckham compared to 2007/08.

Olympic and Paralympic Games

Kent's Campaign for the 2012 Games is ensuring that Kent benefits from the London Olympics and Paralympics taking place on its doorstep. To do this the campaign is working with a range of partners across many sectors including tourism and businesses. KCC achieved national Beacon Status for its Olympic and Paralympic work in March 2009.

Ukraine and Belarus are signed up to run Judo Pre-Games Training Camps and Slovenia has signed up to run Gymnastics Pre-Games Training Camps in Kent prior to 2012.

KCC is working with a number of organisations to support Kent sportsmen and women to compete at a national level in the run up to the 2012 Olympic and Paralympic Games. Support includes free access at designated off peak times to a number of the county's leisure and sports facilities for personal training and development, discounts on clothing and equipment, physiotherapy and sports massage therapy.

Indicator	2007/08	2008/09	2009/10
Number of athletes supported to compete at a national level in the run-up to 2012 Olympics and Paralympics (cumulative since 2006/07)	526	732	907

Hundreds of excited young people from across Dover, Deal and Sandwich took part in a Schools' Olympic Torch Relay as part of 'Pass the Passion' in September 2009. Over 12,500 local children were involved.

Sports

KCC continues to support sports activity in the voluntary sector through the community sports coach and 'Recruit into Coaching' programmes. Our support for local sports clubs includes countywide coach and club education programmes and more clubs are now signed up to the Club Connect scheme and accredited with Clubmark.

Indicator	2007/08	2008/09	2009/10
Number of sports clubs achieving Clubmark accreditation (cumulative since 2006/07)	90	149	175

Arts Development

This year KCC has attracted over £6.7m of external investment into the arts in Kent, achieved at a time of one of the most severe economic downturns experienced by the UK in several decades, including leveraging in a £3.1m Sea Change grant for the Dreamland project in Margate.

We monitor the building programme for the New Marlowe Theatre, in which KCC is a major capital investor, and are part of a dialogue with partners on the future programme and business plan.

We run the Kent Arts Investment Fund, an annual open project fund that responds to projects that increase the arts offer, including activity, performances, new audiences and visitors. Careful investment of our funds enables us to strengthen arts networks and venues in Kent by working with arts organisations on their programmes. Over 2009/10 our support and financial investment resulted in 2,175 performances, screenings and exhibition days, involving 1,598 professional creative workers, and 1,027 educational events and workshops. Overall 144,976 people in Kent benefited from this activity.

Section 7: Keeping Kent Moving Safely

Kent Highways Services (KHS) is responsible for ensuring the safe condition of the 8,400 km of local roads and 6,000 km of pavements in Kent. We maintain roads, pavements, streetlights, drains and other highway structures, and also deliver major improvement projects and road safety programmes. We are not responsible for the motorways or trunk roads in Kent which are looked after by the national Highways Agency.

We also shape and influence the built environment and travel behaviour to facilitate regeneration and improve public access to key services, and provide funding to support socially necessary rural bus routes. In recent years we have also provided significant and increasing funding for concessionary bus transport for children and young people through the Kent Freedom Pass.

We have invested significant additional funds into our highways and transport systems in recent years as the public have told us that this is a high priority for them, with potholes being a particular issue. Highways nationally have suffered from years of under-investment in the past and there are no quick fixes for what is a significant maintenance backlog. However, we believe that in Kent we are making good progress in this area.

Customer response

Resident call volumes to our 24/7 Contact Centre regarding highways remain at around 12,000 per month with 7,000 of these turning into requests for service. Improving our customer interface and responding to feedback has been a key priority for us and as a result we have launched 'My Kent Highways on-line' which for the first time gives true transparency to the public on the status of the service requests they have made.

Winter impact

The past winter was the worst in the UK for over 30 years. KCC and our district council partners responded positively to the enormous demands placed on the service and we will use the lessons learnt from the extensive review of our winter service, including formal consultation with elected members and parish councils, to improve our response and winter service delivery plan for the future.

The abnormally harsh weather left roads across the entire country in serious need of urgent repairs. In response to this we arranged a major programme of repairs on Kent's minor road network. The '*Find and Fix*' initiative was launched using a number of local contractors to ensure a robust and systematic response to the deteriorating road condition. The entire initiative continued into the summer period to ensure a complete programme of repairs across the whole county.

Improving roads

Significant improvements have been made in recent months to tackle the backlog of other routine repairs and whilst there is still more to be done the foundations are now in place to keep on top of basic maintenance. We have conducted extensive market

testing of resurfacing schemes to challenge the competitiveness of our existing contracts and this has helped deliver efficiency savings of around 8%, which has been reinvested into further maintenance work.

Additional funding in 2009/10 enabled an extended road resurfacing programme to be implemented which was well received.

We have also introduced the Kent Permit Scheme, Kent's groundbreaking programme, which ensures tighter controls on permits provided for utility companies and others to conduct roadworks. This along with the Considerate Contractor Scheme is helping to improve the quality, timeliness and safety of roadworks by both KHS and others.

Indicator	2007	2008	2009
Net satisfaction of residents with condition of roads in Kent (KHS tracker survey)	19%	29%	20%
Net satisfaction of residents with condition of pavements in Kent	16%	23%	26%

Streetlights and drains

We have completed the replacement programme of over 7,000 old mercury street lights which has helped improve the quality of lighting, reduced faults and lowered energy consumption. This has led to a continued improvement in public satisfaction as recorded in our annual tracker survey.

Indicator	2007	2008	2009
Net satisfaction of residents with streetlights	44%	45%	51%

All traffic lights have also been converted to LED lamps, again resulting in cost savings in energy usage and leading to more efficient future maintenance.

The drainage investigation unit has enabled over 1,750 historic and recurring drainage problems caused by damaged pipes to be solved. This has been well received by local communities and has significantly reduced the number of emergency call outs during heavy rain.

Reducing congestion

We have made considerable efforts to reduce congestion on Kent's roads through our traffic management systems. The investment in congestion management in Maidstone is already delivering a good return with average peak morning journey times now consistently lower than before active management of traffic systems in the town. Further investment is planned in Canterbury and Gravesend with baseline data available from May and reporting 'managed journey times' from August.

The successful countywide roll-out of the Freedom Pass has also, along with its many other benefits, had a positive impact on congestion, particularly around those schools where take-up has been substantial, with a total of around 22,000 passes issued.

Freedom Pass

The Freedom Pass entitles 11-16 year olds to free public transport for an annual fee of £50. Entitlement has been expanded to include home-educated children, young people in care aged 16 to 18 and care leavers (young people who have left school, but are still the responsibility of the council) aged 18 to 20. For young people in care, the fee is now funded by KCC directly or through the foster carer.

Indicator	2007/08	2008/09	2009/10
Freedom Passes issued	5,203	13,689	22,157

The total number of journeys made with Freedom Passes is now running at around 600,000 trips per average school month. Roughly 75% of these are peak home to school journeys and 25% are for leisure or other trips. The decision to provide additional capacity on existing bus routes via the incumbent operators has proved successful.

The Freedom scheme has proved very successful. Feedback from users, the general public and other stakeholders has been extremely positive. The scheme can genuinely be described as trailblazing in a national context.

Road safety

The continuing good work in road safety education and training, safety camera partnership and driver diversion scheme (National Driver Improvement Scheme) is helping to deliver a continued reduction in the number of people killed or seriously injured on Kent's roads. Working with our partner organisations, Kent is on target to exceed the challenging national ten year target of a 40% reduction in killed and seriously injured on Kent's roads.

Indicator	2007	2008	2009
Number of road accidents casualties - Killed or seriously injured (including Highways Agency roads i.e. motorways)	723	627	629

Supporting regeneration and improving access to key services

The recent introduction of the domestic high speed rail services from Kent to London is a major economic generator and a development which we have long been arguing for. Similar strategic transport links on which we have worked very closely are two major road schemes, East Kent Access phase 2 and Sittingbourne Northern Relief Road, which were both started during 2009/10 and will greatly improve access to, and the economic prospects of, the areas where they are being built.

Section 8: Environmental Excellence

KCC is committed to ensuring economic growth is managed within a framework which provides for protection of the environment. We work to provide improved access to Kent's countryside, coast and heritage, whilst ensuring that our natural resources and man-made heritage are conserved and enhanced.

We manage 19 country parks, maintain the 6,847 km of Public Rights of Way network and work to protect and promote the natural beauty and special character of the Kent Downs (an Area of Outstanding Natural Beauty).

KCC also disposes of the county's household waste and works to achieve targets for diversion from landfill, improved recycling and waste reduction. We work in partnerships with districts councils who collect the waste and private contractors who operate household waste recycling centres on our behalf.

Of key importance for the future is our work on climate change, helping Kent to achieve reduced carbon emissions for a sustainable future.

Enjoying the countryside

We have worked hard this year in continuing to improve and promote countryside access. This is important for many Kent residents who regularly make use of our services with our countryside access web site 'Explore Kent' now receiving 100,000 page views per month.

This year we delivered over £1m worth of capital improvements to the Rights of Way network and capital developments continued at our country parks with new play areas opening in several parks in time for the Easter holidays, and the Green Café opening at Manor Park. Work has begun on several new capital projects which will take more than one year to complete, such as work at Lullingstone Country Park to improve the car parking facilities, and work to improve visitor centre services.

Indicator	2008/09	2009/10
Number of visitors to KCC-run country parks	1.4 mill	1.44 mill

In partnership with other agencies and providers we have organised many successful community events in the year. Under the banner 'Fit as a Fiddle' the Countryside Management Partnerships delivered practical countryside taster sessions for over 50's across the county who wanted to improve their fitness. More than 2,000 people attended the *Kent Goes Wild at Mote* event in September, Kent's biggest ever celebration of wildlife recording. Over 7,000 people attended Kent Coastal Week and 500 children signed up as Junior Wildlife Recorders.

Our services continue to contribute to the health and education agendas. The Countryside Access Service began an innovative Health Inequalities project with the health services, working with GPs to encourage patients to choose walking to improve their health, and the service launched a Key Stage 2 Education Toolkit.

Some of our work achieves national recognition with for example the Kent Downs being highly commended as global best destination in the Responsible Tourism Awards.

Heritage

This year has seen a number of exciting archaeological works in Kent. September saw the launch of an innovative new project in Sittingbourne with the Anglo-Saxon Conservation Science Investigations providing a public exhibition of the amazing finds from the previously unknown cemetery.

The successful community archaeology project continued at Shorne Woods Country Park with over 400 people volunteering for the excavations. During the year we held an open day at Randall Manor, produced a wider survey of the archaeology of the park, and established a permanent display and interpretation at the visitor centre.

Waste management

This year has again seen the amount of waste produced by Kent residents reduced, down from over 800,000 tonnes two years ago to just over 750,000 tonnes. This is good news both financially (less cost for the tax payer) and environmentally.

As a result of less waste collected, and also through increased use of the waste to energy plant at Allington, the amount of waste now going to landfill has significantly reduced.

Indicator	2007/08	2008/09	2009/10	National average
Kilograms of household waste collected per resident	539	507	486	463
Percentage of household waste recycling or composting	35.8%	38.7%	38.4%	39.3%
Percentage of municipal waste sent to landfill	53.2%	45.5%	30.2%	47.6%

The level of recycling has shown no increase this year due to the recession affecting recycle markets and more efficient and accurate reporting of data from recycling plants relating to 'reject' materials and un-marketable materials.

We have made further improvements to household waste recycling centres this year. Information signage at all sites has been improved to help customers understand who is operating the services and how to sort the waste for ease of recycling. Following customer feedback we also made changes to the height barriers, which were increased to 2 metres, with vehicles taller than 2 metres able to use larger sites on specific days. We will also be piloting some longer opening times.

Clean Kent

Working with partner agencies, including district councils and the police, the Clean Kent campaign continues to deliver a hard line approach towards fly-tippers. A large number of sites, which have a history of heavy flytipping are monitored and

investigations conducted continue to lead to criminal convictions and fining of offenders. The Clean Kent/KCC enforcement function is making a major contribution both in Kent and at a regional level, with the team's specialist expertise now being sought in respect of fly-tipping cases nationally.

Climate change

KCC has a target to reduce carbon dioxide emissions from our estate by 10%, but this has not yet been achieved due to increases in emissions in certain areas, in particular schools which account for almost 80% of the carbon emissions from our buildings. The increase in emissions from schools is due to increased use of computers and extended opening hours, as well as building of new and larger facilities, all of which are also priority areas for the council.

However, assessment against the Carbon Trust Standard last year, which takes account of growth in the estate, indicated a 6% like for like reduction compared to the previous two years of data. There have been many actions within the estate outside of schools where reductions have been achieved.

Further actions for the future are now being explored with the aim of delivering a step change to stabilise and reverse the current trend of increasing emissions.

Section 9: Maintaining Independence

Kent Adult Social Services (KASS) help the people of Kent to live independent and fulfilled lives safely in their local communities. Our vision for the future of social care in Kent was published in March 2010. 'Active Lives Now' sets out our priorities for the next three years and describes how we will turn the national concordat 'Putting People First' and Kent's 'Active Lives' ten year vision into a reality.

We offer support to people with particular needs to maintain their independence including:

- older people
- people with a learning disability
- people with a physical impairment
- people with a sensory impairment
- people with a mental health problem.

Personalisation

We are delivering more personalised services through Self Directed Support (SDS), giving more people choice and control over the support they receive. This includes the use of Personal Budgets, which are allocations of funding given to new service users after an assessment, and which gives them more control of how that funding is used, and the services they receive.

Personal Budgets for all new service users were introduced from April 2009 and since December 2009 have also been allocated to existing service users when they have their review. At the end of March 2010 1,019 people had received an approved Personal Budget.

We want people to feel part of their community and we are working with the private and voluntary social care market in Kent to ensure there is a wide range of local services offering people a choice about what support they have and when. 85% of all social care services are now provided by private and voluntary organisations and not directly from the council.

Indicator	2007/08	2008/09	2009/10	National average 2008/09
Percentage of clients with community based services receiving a Personal Budget and/or Direct Payment	4.3%	6.3%	9.1%	5.6%

Providing good information, advice and guidance is important to help people find out what is available and decide on the right care and support. The Kent Contact and Assessment Service (KCAS) is the main access point for people wanting to contact Social Services. KCAS will signpost people to other appropriate agencies or will provide relevant information and advice. KCAS handles up to 90,000 contacts and referrals each year from the public and from our main partner agencies.

Indicator	2007/08	2008/09	2009/10
Number of new clients assessed	27,920	29,575	33,785

We provide advice through KCC's Gateway facilities and voluntary organisations, such as Hi Kent, also have a presence here. A 24 hour Dementia Helpline and the Mental Health Matters out of hours helpline have been launched. We have introduced specialist community posts to help guide people through the social care system and give them advice about services available specifically in the district where they live. The Live it Well website was launched in December 2009 to promote physical health and mental wellbeing for all.

Over the last 18 months we have been moving away from traditional day services through our Good Day programme, to give people with a learning disability choice and control over how they spend their time. This year we also worked with 440 people with a learning disability to support their move from residential settings provided by the NHS to community based living. This transfer from NHS care means that we now have the responsibility for all social care services in Kent for people with a learning disability.

Maintaining independence through prevention

Most people want to remain independent for as long as possible. We have developed services that help people stay at home and prevent them going into hospital or long term care. We are currently reviewing our older people's services to ensure that they will meet the changing needs and demography of our communities.

In 2009/10 the number of people supported during the year by KASS community-based services to live independently rose to 43,110, an increase of 5,640 from the year before.

People supported to live independently	2008/09	2009/10
Adults with physical disability	4,760	6,060
Adults with learning disability	2,640	2,555
Older People (aged 65 and over)	26,235	30,650
Adults with mental health	3,640	3,635
Other adults	195	210
Total	37,470	43,110

Kent has taken part in a national pilot to test the use of assistive technology in people's homes. Assistive Technologies such as Telehealth and Telecare are monitoring systems that can alert professionals remotely about someone's health or wellbeing. The pilot has shown that the use of Telehealth technology resulted in fewer hospital admissions and delivered savings compared to traditional service options. Most importantly the general and physical health of patients increased during the trial period. As at January 2010 there were 1,134 people on Telecare and 783 on

Telehealth. We are working to mainstream these services now the pilot has concluded with such encouraging results.

We have introduced Enablement, a free intensive short term service of three to six weeks designed to help people maintain independent living skills at home. This is being offered to new clients when appropriate and is proving successful. 58% of people receiving enablement services had their needs met with no further ongoing support from social services.

KCAS can now provide fast access to community equipment and minor adaptations following first point of contact, speeding up the process and enabling people to stay at home for longer.

We have also been developing suitable housing through Public Finance Initiatives in partnership with district councils so that people with particular needs can be supported to live independently if they wish and long term residential care is not their only option.

Support for carers

Supporting carers so that they are able to manage their caring role and still have fulfilled lives themselves has been one of our priorities. We provide a range of 'short breaks' which benefit carers and the people they support. One-off direct payments are available to carers for relaxation away from caring and can be used as they wish.

The Kent Carers' Emergency Card has proved popular with carers. There are currently over 1,140 carers signed up to the scheme and the number is growing steadily.

In the latest carers' survey, 68% of carers reported being satisfied with the help they received from KASS.

Access to work

We continue to invest in supported employment for people with learning disabilities, mental health conditions and physical disabilities. KASS is committed to ensuring people who want to work are supported in doing so and we are developing a range of employment opportunities with the voluntary and community sector, social firms, co-operatives and other enterprises.

Safeguarding

Protecting vulnerable adults from harm or abuse continues to be at the centre of everything we do. In partnership with other agencies we have worked to improve our safeguarding arrangements. We ran a programme of events to help raise awareness and to support people to report incidents that have caused them concern.

Section 10: Staying Healthy

KCC works in partnerships with district councils, the private and voluntary sectors and the NHS to promote healthier lifestyles and address health inequalities.

KCC hosts the county's Public Health team which reports jointly to the Primary Care Trusts (PCTs) and KCC. The team's main objective is to provide the leadership and strategic framework to enable effective action to be implemented to address the priorities identified in the Kent Public Health Strategy.

The priorities identified in the Kent Public Health Strategy are reducing health inequalities, improving children's mental health and wellbeing, improving sexual health and reducing teenage pregnancies, increasing the number of adults living healthier lives, enabling more people with chronic disease to live at home, and reducing substance misuse and excessive alcohol drinking.

Many of the services provided by KCC, from libraries to country parks, contribute to help people live healthier lifestyles. Two key and innovative programmes we have delivered are the Kent School Games and 'House'.

Kent School Games

The Kent School Games for 2009/10 were launched by Dame Kelly Holmes in October 2009. Hundreds of local heats took place across the county, leading up to a series of finals events in July.

The Kent School Games is the largest school sports event in Europe, giving more than 30,000 young people, aged 4 to 16 the opportunity to compete in 38 different sports, including disability sports. The event has been nationally recognised as a unique opportunity for young people to engage in competitive sport, with the possibility of the Kent 'model' being advocated across the whole country, leading to a National Schools Olympics.

This is the second time the Kent School Games have been held and for the first time this now includes 4-6 year-olds and the additional sports of multi-skills, gymnastics and speed stacking.

The previous Kent School Games held in 2008 helped increase pupil participation levels in competitive school sport from 36% in academic year 2006/07 to 50% in 2008/09. This compared to a national increase from 35% to 44%. Data from the national survey for 2009/10 will be available later in the year.

Indicator	2006/07	2007/08	2008/09	National average
Percentage of pupils (years 1-11) involved in inter-school sport competitions	36%	44%	50%	44%

House

The Kent Youth Service working with the Public Health team and other partners have continued to develop the successful and innovative 'House' model which went live in December 2008.

'House' is a space aimed at young people aged 13 to 19 years old, giving them somewhere to 'chill out', where they can get informal lifestyle information to suit them in a relaxed and unthreatening environment. Its objective is to increase awareness of the damaging effects of smoking, alcohol, drugs and early or unprotected sex.

'House' has not been advertised conventionally and relies on 'viral' marketing (using pre-existing social networks) and word of mouth only. 'House' soon became a brand name among young people and has been successful because it is not immediately associated with agencies and services and the information and messages provided are discrete and offered on young people's terms.

The results have been phenomenal. By January 2010, 'House' had visited all districts across Kent and had been very well received by young people. By the end of February 2010 the project had made contact with more than 11,000 young people, including many young people who are currently unknown to and do not access existing services. Up to 150 young people visited the Maidstone 'House' per day with queues of young people to see the sexual health nurse for Chlamydia tests.

'House' is now continuing and engagement with young people produced the design brief for a mobile facility that is able to reach into local communities themselves, rather than town centres. 'House' activities can therefore be taken directly into the estates and communities that can most benefit. The new facility launched in March 2010.

Keeping fit

The health of the Kent population continues to improve and generally the county enjoys better health and longer life than the national average, although there is significant variation (health inequality) across the county.

	2007	2008	2009 Estimate	National average 2008
All age all cause mortality rates per 100,000 population - males	660.9	631.3	627.9	679.9
All age all cause mortality rates per 100,000 population - females	477.1	467.6	446.6	486.7

Contributions from other KCC services and partnerships to the health agenda this year include the following:

- The Countryside Access Service began an innovative Health Inequalities project with the NHS, working with GPs to encourage individual patients to choose walking to improve their health

- Under the banner 'Fit as a Fiddle' the Countryside Management Partnerships delivered practical countryside taster sessions for over 50's across the county who wanted to improve their fitness
- The 'activekent' website was launched and developed with Eastern and Coastal Kent PCT and West Kent PCT to promote healthy activity
- Kent's libraries have significantly increased their contribution to the public health agenda, either holding or being involved with nearly 800 health events or activities ranging from walks, sessions about nutrition, support for stopping smoking and health trainer surgeries, an 82% increase in activity compared to the previous year.

Dealing with drug and alcohol problems

The National Treatment Agency (NTA) mid-year review of the Kent Adult Treatment Plan highlighted the excellent work that had been made to rectify underperformance in previous years. The review also pointed to the substantial increase in the number of drug users in effective treatment, above average rates of successful discharge from treatment and consistently excellent waiting time figures as indicators of consistently strong performance.

Indicator	2007/08	2008/09	2009/10
Number of problem drug users in Kent in effective treatment	2,186	2,343	2,397

The Drug Action partnership has also delivered improved outcomes for people with substance misuse problems who are involved in the criminal justice system. The new Drug Intervention Programme (DIP) service continued to perform well with increasing numbers of clients with drug problems being engaged through cell interventions and arrest referrals. Roll-out of the Integrated Drug Treatment System (IDTS) also continued in 2009/10 leading to more consistently high quality drug treatment in the Sheppey Cluster prisons in Kent.

The Kent Action on Alcohol Steering Group is developing the Kent Alcohol Strategy, which is being finalised following a consultation and will be launched in 2010.

Section 11: Stronger and Safer Communities

Kent is a safe county to live in. KCC works with the police, district councils and other partners to help reduce crime and the fear of crime. We make key contributions to community safety through our community wardens, the HandyVan service, Trading Standards and Youth Offending Services. We also work to promote volunteering, helping to build stronger communities.

KCC community wardens

The 101 KCC community wardens provide a comprehensive, uniformed presence across the county, building community confidence and reassurance by reducing crime, the fear of crime and deterring anti-social behaviour.

The community wardens are now embedded within Neighbourhood Policing teams including police community support officers (PCSOs), using problem identification and solving techniques and a shared tasking and co-ordination process to identify issues and target activity

In 2009/10, KCC community wardens spent over 75% of their time on visible presence activities within their communities which included more than 34,000 interactions with the public and approximately 17,000 incidents relating to the environment (i.e. highways, litter/dog fouling, fly-tipping, etc).

A successful bid was made under the government funded Future Jobs scheme for the recruitment of thirty young unemployed persons to join the Kent Community Wardens Service on a six month basis as support wardens. The support wardens were deployed to work with experienced wardens focusing in particular on environmental and youth issues. Two groups of young people have already completed the six month programme with the remainder due to finish in August 2010. With new skills and a new found confidence, some of the young people have been able to find employment, whilst others are keen to become full-time wardens if the opportunity arose.

HandyVans

The HandyVan scheme provides improved home security for vulnerable people to help protect them against burglary and increase feelings of safety. This has been a tremendous success with 89% of clients feeling very safe after receiving the HandyVan service compared to just 11% beforehand (based on a sample size of 1,252 clients between April 2006 and June 2009).

Indicator	2007/08	2008/09	2009/10
Number of safety checks completed by the HandyVan service	2,368	2,996	3,055

Reducing crime and fear of crime

In Kent during 2009/10 recorded crime decreased by nearly 11,000 crimes, a 10.9% fall compared to 2008/09. Two areas where KCC has maintained a focus working with

partners over the last four years are domestic burglary and car crime, both of which continue to show reductions.

Indicator	2007/08	2008/09	2009/10	National average
Domestic burglary per 1,000 households	8.5	7.8	7.8	11.8
Car crime per 1,000 population	8.6	7.8	6.2	8.3

Under the umbrella of the Safer Kent Delivery Group, KCC has been working for some years with partner organisations to manage the night time economy and help make people feel safe. Feelings of safety walking alone at night are at their highest for the last four years rising from 55% in 2006/07 to 67% at the end of 2009/10.

Indicator	2006/07	2007/08	2008/09	2009/10
Percentage of people who feel safe walking alone at night (Kent Crime and Victimization survey)	55%	58%	64%	67%

Trading Standards

Kent Trading Standards operates an early warning email messaging system which alerts local communities to bogus trading practices. Our partners and message recipients now number over 290, including 161 parish and town councils. More than 100 messages are sent each year containing warnings of scams and doorstep criminals. Alert messages are also published in a range of local media, including parish magazines, public notice boards and local newspapers. This all helps to reinforce the messages we give about doorstep traders and scams.

Trading Standards continued to respond rapidly to residents in need who were victims to doorstep criminals. 105 consumers were supported up to the end of January 2010, saving residents an estimated £118k.

Where intelligence has shown that there has been a problem with doorstep callers Trading Standards officers have worked with partners to establish local Cold Calling Control Zones. The scheme is proving to be popular at a local level and once a zone has been set up the neighbouring community often wants one as well. The first No Cold Calling Control Zone was set up in Cranbrook and there are now 18 in Kent, with proposals for a further eight.

Tackling youth offending

Local data shows a continuing reduction in the number of new entrants to the youth justice system.

We have doubled the number of victim liaison officers, significantly increasing the frequency of contact with victims of youth crime and the opportunities to engage them in restorative processes with those who have offended against them.

Indicator	2007/08	2008/09	2009/10	National average 2008/09
Number of new entrants to the youth justice system (per 100,000 10-17 population)	1,710	1,620	1,292 ¹	1,472

We have also seen sustained good progress with respect to the prevention of re-offending. The overall re-offending rate has fallen incrementally from 40.2% for the 2005 cohort to 34.6% for the 2008 cohort. This progress has continued, with the rate falling to 27.2% for the 2009 cohort tracked for 12 months.

Alcohol

In November 2008, the multi-agency Kent Community Alcohol Partnership (KCAP), which includes Kent Trading Standards and Kent Police, was officially launched, aimed at changing the attitudes to drinking among young people and supporting retailers to reduce sales of alcohol to underage drinkers. In November 2009 KCAP was extended to include Herne Bay, Whitstable, Cliftonville, Margate, Maidstone and Swanley, and encouraging results are already being seen.

Volunteering

Over 1,000 volunteers have signed up to the 2012 Kent eVent team to support sporting, leisure and cultural events and organisations.

Kent Volunteers ran a targeted campaign, 'Volunteer Your Skills', in late summer 2009, highlighting the need for people with specialist and professional skills to volunteer. They also worked with voluntary organisations helping to ensure the opportunities they need are 'volunteer ready' and more likely to be taken up.

The Community Safety Annual Conference was entitled 'Community Safety and the Voluntary Sector', and highlighted the worthwhile and sometimes overlooked role that the voluntary sector plays in the community safety agenda, as well as the opportunities this sector can provide for volunteering.

¹ Provisional figure based on local data – not suitable for comparison with previous years. Official figure available Nov 2010

Section 12: Towards 2010 Targets

The following table provides a summary of the progress we have made in the last four years against the targets we set in the *Towards 2010* document.

Full details of progress against these targets can be found in the *Towards 2010* Annual Report on our web-site.

It should be noted that many of the *Towards 2010* targets are now part of mainstream work and therefore those targets with a status of 'Completed' should be seen against that background. It does not mean that the work is over, it signifies that the spirit of the target wording has been met, and that the activity continues.

Target	Progress Made
Target 1: Substantially increase the number of new jobs by increasing the number of companies investing in Kent and the number of businesses starting up or expanding	Good progress
Target 2: Concentrate on the regeneration of Kent's deprived areas and support business growth in these areas, seeking maximum funding from Government and the EU to support the necessary infrastructure, including roads, utilities, telecoms and other services	Completed
Target 3: Support a programme of town centre regeneration	Completed
Target 4: Support rural businesses and communities to build a strong entrepreneurial culture	Completed
Target 5: Ensure Kent County Council uses its significant purchasing power to allow fair and open competition	Completed
Target 6: Increase opportunities for graduates to work and live in Kent	Completed
Target 7: Fulfil Kent's potential as a premier tourist destination	Good progress
Target 8: Develop Kent as a major venue and location for film, television and creative industries to benefit the Kent economy	Completed
Target 9: Through our Kent Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefits	Good progress
Target 10: Improve the quality of early years education by strengthening the links between pre-schools/nurseries and primary schools, thereby improving children's ability to learn when they enter primary school	Completed
Target 11: Help and inspire all our children to do well, with a particular focus on ensuring that the results our seven and 11 year-olds achieve at Key Stage 1 and Key Stage 2 improve faster than the national rate	Good progress
Target 12: Work with headteachers to encourage a zero tolerance approach towards disruptive behaviour, bullying and vandalism in our schools	Good progress
Target 13: Continue to offer and develop further multi-agency support to parents by helping them with the problems they and their children face in everyday life	Completed
Target 14: Listen to young people's views and opinions and develop their ideas to improve education and life in Kent	Completed

Target	Progress Made
Target 15: Raise the expectations and aspirations of our young people by giving all 13-19 year-olds the very best careers guidance and by providing master classes presented by businessmen, entrepreneurs and professionals	Completed
Target 16: Expand our pioneering vocational 14–16 programme to more than 4,000 students, offering real choice in a diverse and stimulating curriculum tailored to the needs of students and relevant to the real world	Completed
Target 17: Double the number of participants on the Skills Force programme	Completed
Target 18: Introduce a Kent Apprenticeship scheme, offering at least 1,000 apprenticeship opportunities across the private and public sectors	Completed
Target 19: Introduce the Kent Community Programme, building teams of apprentices to participate in community projects	Completed
Target 20: Build strong business-education partnerships that benefit both employers and schools	Completed
Target 21: Launch and market a new website, <i>'What's on in Kent?'</i> , that will list sports and leisure activities and local organisations for all age ranges in the county	Completed
Target 22: Establish a biennial Kent School Games and support Kent sports men and women to compete in the 2012 London Olympics and Paralympics	Completed
Target 23: Facilitate and enhance the development of Kent Youth Theatre activities	Completed
Target 24: Find new and innovative ways of communicating with the public, including trialling webcast TV	Completed
Target 25: Promote Kent as a centre for the arts, encouraging the development of a network of music and cultural venues across the county	Completed
Target 26: Modernise the library service so it also acts as a focal point for KCC services and widens access to Kent's rich culture	Completed
Target 27: Open the Turner Contemporary gallery, Margate, in 2010	Completed
Target 28: Support and encourage the large number of local and voluntary groups and sports clubs in Kent	Completed
Target 29: Continue to develop 'gateway' one stop shops that give easy access to services provided by county and district councils and other public service bodies	Completed
Target 30: Work towards introducing a Kent youth travel card entitling all 11-16 year olds to free public transport in the county, subject to the outcome of two district pilots	Completed
Target 31: Pilot staggered school hours to relieve rush-hour congestion	Completed
Target 32: Provide more car parking places in Kent and remove unnecessary yellow lines and bus lanes	Completed
Target 33: Penalise contractors for unnecessary delays caused by road works and synchronise works to minimise disruption	Completed

Target	Progress Made
Target 34: Tackle urban congestion and reduce peak journey times between and within towns by 10% using methods such as intelligent traffic light management systems and congestion-busting teams	Completed
Target 35: Work with bus and train providers and lobby government to improve public transport services in Kent	Good progress
Target 36: Commission a joint feasibility study with Essex County Council into a third lower Thames Crossing	Completed
Target 37: Improve the way we repair roads and pavements	Completed
Target 38: Maximise the use of previously developed land	Good progress
Target 39: Bring back into use the large number of empty homes in Kent	Completed
Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes	Good progress
Target 41: Ensure that new KCC buildings set an example by delivering the best possible standards of construction by applying a pragmatic approach to sustainability using energy-efficient, robust and built to last materials	Completed
Target 42: Reduce the impact of KCC's buildings and vehicles on the environment, including trialling the use of bio-fuels and other new technologies	Good progress
Target 43: Expand the Clean Kent programme to tackle the top 20 fly-tipping hotspots and increase the capacity to prosecute fly-tipping offenders	Completed
Target 44: Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products	Not achieved
Target 45: Protect and enhance Kent's ancient woodlands and improve access to countryside, coast and heritage	Completed
Target 46: Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies	Good progress
Target 47: Create and launch initiatives that facilitate more competitive sport in schools, support after-school sports clubs and sponsor more inter-school competitions and holiday sports programmes	Completed
Target 48: Increase opportunities for everyone to take regular physical exercise	Completed
Target 49: Enter into practical partnerships with the NHS, sharing resources to combat obesity and encourage people of all ages to take responsibility for their health and wellbeing	Completed
Target 50: Introduce a hard-hitting public health campaign targeted at young people to increase their awareness and so reduce the damaging effects of smoking, alcohol, drugs and early or unprotected sex	Completed
Target 51: Encourage healthy eating by providing nutritious lunches through the 'Healthy Schools' programme and launch a range of community-based healthy eating pilots	Completed

Target	Progress Made
Target 52: Increase the number of people (by 3,000) supported to live independently in their own homes. This will include: <ul style="list-style-type: none"> • encouraging the development of more housing for older people, disabled people and those with special needs • encouraging more people to take control of their care/support through Direct payments • taking advantage of new technologies, such as expanding our Telehealth and Telecare programmes 	Completed
Target 53: Strengthen the support provided to people caring for relatives and friends	Good progress
Target 54: Work with our colleagues in the health service to reduce the number of avoidable admissions to hospital and combine resources, where appropriate, to improve the health and well-being of the people of Kent	Good progress
Target 55: Ensure better planning to ease the transition between childhood and adulthood for young people with disabilities and to promote their independence	Good progress
Target 56: Improve older people's economic well-being by encouraging the take-up of benefits	Completed
Target 57: Build on the successful Kent Community Warden scheme, supporting Kent Police in their visible Neighbourhood Policing programme and working with them and the CDRPs to strengthen the police presence in problem areas	Completed
Target 58: Help maintain Kent's low levels of burglary and car theft and work with off-licence, pub and club owners to reduce alcohol-fuelled crime and disorder, anti-social behaviour and domestic abuse	Completed
Target 59: Work with our partners to reduce the number of deaths and serious casualties from road accidents	Completed
Target 60: Support young people to reduce the risk of them offending	Completed
Target 61: Extend our public awareness campaign to alert people to the activities of rogue traders, particularly those involved in door-to-door sales, and increase the number of offenders prosecuted	Completed
Target 62: Expand the Kent HandyVan scheme, making the homes of older and vulnerable people more secure	Completed
Target 63: Promote the Kent Volunteers Programme and work with other partners to attract more volunteers	Completed

Section 13: Your comments

We are always trying to ensure that we improve the services that we provide for the people of Kent. We would be glad of your views on any part of this document and will use them in preparing future reports and developing our services.

Please complete this feedback form and return it to Richard Fitzgerald, Kent County Council, Room 1.63, Sessions House, County Hall, Maidstone, Kent, ME14 1XQ.

If you would rather give your views by telephone, you can call 01622 221985. Alternatively email: performance@kent.gov.uk.

1. Your name/address:

2. How useful did you find this document? Did you find anything particularly helpful?

3. Was there anything missing? If so, what?

4. Did you find it easy to read and understand? If not, why?

5. Any other comments?